



FACULTY RULINGS

Academic Policies

I.	REGISTRATION, CHANGES OF PROGRAM	1
II.	COURSES OF INSTRUCTION, SCHEDULE	2
III.	CREDIT RATIO AND REQUIREMENTS FOR GRADUATION	3
IV.	ACADEMIC PROGRESS AND ELIGIBILITY	5
V.	TRI-COLLEGE CONSORTIUM	6
VI.	DUAL DEGREE PROGRAMS	7
VII.	TESTS, EXAMINATIONS, CULMINATING EXPERIENCE, GRADES	7
VIII.	INDEPENDENT STUDY, SPECIAL STUDY, DIRECTED STUDY, INTERNSHIP AND SELF-DESIGNED MAJORS	9
IX.	ADVANCED STANDING, SUMMER WORK	11
X.	THE CALENDAR, CLASS ATTENDANCE, DUE DATES FOR PAPERS AND REPORTS	12
XI.	HONORS	13
XII.	THE HONOR SYSTEM	13

Faculty Policies

XIII.	FACULTY PROCEDURES	14
XIV.	COMMITTEES	15
	Committee Service	15
	Non-Faculty Committees (Judicial, Board, and Planning Committees)	16
	Procedures for Committee Elections	17
	Vacancies on Committees and Terms of Service	17
	College-Wide Committees	17
	Elected Committees	20
	Chairs Council	33
	Appointed Committees	34
XV.	DEPARTMENTAL CHAIRSHIPS	39
XVI.	FACULTY RULINGS ON NON-ACADEMIC MATTERS	39
XVII.	AMENDMENTS	40
XVIII.	APPENDIX A - Academic Policy on Disabilities	41
XIX.	APPENDIX B - 1940 Statement of Principles, A.A.U.P.	44

FACULTY RULINGS

The *Bylaws of the Faculty of Sweet Briar College* provide the primary principles, policies, and procedures of the Faculty in the shared governance of Sweet Briar College. These *Faculty Rulings* supplement the *Bylaws* in order to provide appropriate details and to record the specific methods that the Faculty employs in upholding these principles.

Academic Policies

I. REGISTRATION, CHANGES OF PROGRAM

- A. 1. Registration for the fall and spring terms takes place on the dates specified in the College calendar, or as designated by the Registrar.
- 2. The registration of all students must be completed on the dates specified and places will not be held for students who do not register unless an acceptable excuse has been presented to the Dean before the official registration date.
- B. 1. All courses, including directed studies, special studies, independent studies, and internships, must be added within the first eight class days of the fall and spring terms.
- 2. For the fall term and spring term, courses may be dropped within the first twenty (20) class days of the term. After this period, a student may withdraw from a course no later than four weeks before the last day of class. A grade of W will be recorded on her transcript. A student who withdraws from a course later than four weeks before the last day of classes in fall or spring term automatically incurs an F in the class. Exceptions may be made by the Dean at his discretion or on the recommendation of the College Physician. Exceptions shall be reported to the Eligibility Committee of the Faculty.
- 3. A change of program is not valid until the completed add/drop form or request for withdrawal form is presented to the Office of the Registrar by the student within the time limits specified above.
- 4. A student must use the Dean's Office Petition form (available in the Dean's Office) to apply for exceptions, including medical exceptions, to these rules. Exceptions shall be reported to the Eligibility Committee of the Faculty.
- C. 1. Effective with the fall 2007 incoming class, a student with a cumulative credit ratio of at least 2.000 may, with the approval of her advisor and the instructor of record, choose to take a total of two courses on a Pass/Credit/No Credit basis. A student in her first term at Sweet Briar is not eligible for this option. Courses offered on a Pass/Credit/No Credit basis will not count toward this limit.
- 2. A student must indicate the course that is to be taken on a Pass/Credit/No Credit basis no later than the last day for dropping courses in each term. This is done by filing the card for this purpose with the Office of the Registrar.
- 3. The student taking a Pass/Credit/No Credit option shall be responsible for meeting all the academic obligations of the course, including tests, papers, and examinations, and shall be graded on the same basis as the other students in the course. If her final grade is C- or better, she may receive credit toward the degree, and the grade of P will appear on her record. If her final grade is D+, D, or D-, she may receive credit toward the degree

- and the grade of CR will appear on her record. If her final grade is less than D-, she shall not receive credit for the course and the designation NC will appear on her record.
4. Courses taken under this grading option will not be counted in the computation of her cumulative credit ratio.
 5. An instructor or department may exclude a course from Pass/Credit/No Credit grading. Such courses will be so indicated in the catalog.
- D. 1. A student must carry a minimum of 12 semester-hours to be considered a full-time student, nine semester-hours to be considered a 3/4 time student, and six semester-hours to be considered a half-time student. A student must obtain special permission from her faculty advisor and the Dean in order to carry less than 12 or more than 18 semester-hours of academic work in the Fall or Spring Term.
2. A maximum of 17 credits of transfer work will be accepted for students spending one semester abroad and a maximum of 35 credits for a year abroad.
 3. With the permission of the instructor a student may register for a course on a "potential credit" basis, provided she is registered for at least 12 additional hours of credit. The instructor will specify the requirements of the course and the student must meet these requirements as scheduled if she wishes credit. Not later than one week before the end of the classes in the term, the student must notify the instructor and the Registrar's Office if she does not wish credit for the course, in which case her course registration will be canceled.
 4. Permission to audit a course must be obtained from the instructor.

II. COURSES OF INSTRUCTION, COURSE VARIANTS, AND COURSE SCHEDULE

- A. 1. Changes in courses to be offered shall each year be presented by each department or program to the Committee on Instruction for its consideration and recommendation to the Faculty which must approve all changes in course offerings. Normally, all course descriptions in the catalog, exclusive of the listing of credit, will be limited to sixty words.
2. Courses to be cross-listed shall be presented by the department(s) or program(s) to the Committee on Instruction for its consideration and recommendation to the Faculty. Normally, to be cross-listed, courses must meet the following requirements:
 - a. The course must be identical in title, credit hours, description, prerequisites, and general education designations.
 - b. If a student must repeat the course, it must be with the same rubric.
 - c. If a student decides to change her major, a cross-listed course taken as one rubric cannot be changed to a rubric that matches her new major.
 - d. Once approved, changes to cross-listed courses must be agreed to by both departments.
 - e. If the cross-listed course would lead a student to exceed the 51-credit limit in either discipline, it may not be counted toward the 120-credit-hour graduation requirement.
 3. No change from the catalog announcement of credits or number of hours of meeting may be made without the approval of the Committee on Instruction and the Faculty.
- B. Honors variants
1. Honors variant courses allow students to undertake different kinds of work in a tutorial setting. Through weekly meetings with professors outside regular class hours, students

can relate more fully the material of the course to their own intellectual interests. Honors variants do not carry additional credit, but they do demand a deeper understanding of the course material.

2. Honors Variants do not require the approval of the Honors Committee. Faculty should notify the Director of the Honors Program of their intent to attach a variant to a particular course before the registration period for the semester in which the variant would be offered. Faculty members who do not decide to attach a variant to a course until the beginning of the semester should notify the Director of the Honors Program and the Registrar immediately.
 3. A student who wishes to pursue an Honors Variant should register for the same course number with an "H" designation. Students who wish to pursue an Honors Variant, but did not register accordingly during the registration period, may do so during the drop/add period by dropping the "old" course and adding the new version with the "H" designation.
- C. 1. The Schedule of Courses is prepared by the Office of the Registrar after consultation with the various departments.
2. Permission to schedule a class at any time outside the regular class schedule, must be secured from the Dean. Permission of the Dean must be secured for required field trips and other projects off-campus which will take place during regular class hours at times other than those scheduled for the course.
 3. An instructor may request a change in the hour of a class, the place of meeting, or the sectioning, which will be made by the Registrar with the approval of the Dean if the general schedule allows it.

III. CREDIT RATIO AND REQUIREMENTS FOR GRADUATION

- A. 1. The credit ratio is the ratio of the total number of quality points to the total number of graded semester hours attempted.
2. The credit ratio is computed as follows: for each semester hour of A, 4 quality points; B, 3; C, 2; D, 1; F, 0. For every semester hour of plus add 0.3, and for every semester hour of minus, subtract 0.3, with the following exceptions: F is not subject to either plus or minus variation, and A is subject only to minus variation.
 3. In computing the credit ratio, courses taken at another institution are not counted, except for (a) those courses taken, while a student is at Sweet Briar, in Tri-College Consortium colleges (Randolph College and Lynchburg College); and (b) those courses taken during the academic year only in the Seven-College Exchange program or as part of the Washington Semester at American University. Grades earned in the second institution involved in a 3-2 dual degree program or in the Sweet Briar Junior Year in France and Junior Year in Spain Programs will be recorded in the student's file but not on the Sweet Briar transcript, and will not be computed in the grade point ratio. (see also IV.A.1.; VIII.A.3.)
- B. 1. In order to be eligible for a Sweet Briar degree, a student must present at least 120 hours of credit, and she must have a cumulative credit ratio of not less than 2.000 in the courses taken at Sweet Briar and at any of the institutions specified in III.A.3.; and she must satisfy the other requirements for the degree as specified in the catalog.
- a. No more than five semester-hours of physical education or riding activity courses may be counted toward the degree.

- b. No student may count more than 51 hours in a single discipline toward the Sweet Briar degree. English 104 [and English 100] do not count toward this 51-hour maximum.
 - c. No more than 12 semester-hours of internship/practicum credit may be counted toward the degree.
 - d. No more than 18 semester-hours of summer school work may be counted toward the degree. Exception: Students who have earned an Associate degree and transfer to Sweet Briar under an articulation agreement, may have all Associate degree summer courses transferred according to the College's transfer credit policy. Transfer students for whom 18 or more summer credits are accepted, will not be allowed to transfer additional credits for summer courses taken after they enroll at SBC.
2. a. A minimum of two years of residence is required for the degree. Residence during the final year of the academic program is required except for those students participating in 3-2 degree programs approved by the Faculty. At least 60 semester-hours must have been earned at Sweet Briar.
 - b. A petition to accelerate progress toward the degree must be made to the Dean. Normally, a request will not be approved unless the student's cumulative credit ratio is at least 2.70 at the end of the fourth term at Sweet Briar.
 3. If a student fulfills the requirements for a Bachelor of Science degree and has a double major with one of the majors a non-science major, the transcript will be designated as follows: under "Degree Granted", the transcript will show "Bachelor of Science"; under "Major", both majors will be designated.
 4. a. If a student intends to complete a certificate program, she should declare this intent at the same time she declares her major. Students are limited to one certificate program.
 - b. If a student intends to minor in a Department, she should declare this intent at the same time she declares her major.
 - c. A minor requires a minimum of 18 hours in a Department. At least six of these shall be on an advanced level, as defined by the Department. A credit ratio of not less than 2.000 in the minor is required for successful completion of the minor.
 - d. Students may double count courses toward majors and minors. Departmental double counting restrictions are allowed and must be specified in the department sections of the *Catalog*.
 - e. Any student who declares an interdepartmental major listed below will not be allowed to declare an additional major or minor in any of the individual disciplines related to the interdepartmental major.
 - Biochemistry and Molecular Biology
 - Engineering Management
 - German Studies
 - International Affairs
 - Italian Studies
 - Liberal Studies
 - Mathematical Economics
 5. A credit ratio of not less than 2.000 in the major is required for graduation. Included in the calculation of this ratio are all courses taken in the major department which can count towards the major, and all other courses which are applied to major requirements, as stated in the *Catalog*.

6. A student who after 8 terms (counting fall and spring terms) fails to meet the general credit ratio or the credit ratio in the major required for graduation may be permitted to return to college for one Fall or Spring Term the next year. She must carry not less than nine hours of work for credit and must have a credit ratio of 2.000 for her entire college course and a credit ratio in her major of 2.000 in order to obtain the degree.
7. A student who withdraws prior to completing the degree and wishes to return at a later date has a total of four years from the date of her withdrawal in which to complete the degree under the requirements existing at the time of her withdrawal. After four years, the requirements in effect at the date of her return will be in force.
8. Under normal circumstances a student who has failed to complete the requirements for graduation after four years of full time study or its equivalent by the end of the senior year will be expected to complete her requirements within two years of the previously anticipated date of graduation.
9. Exceptional cases may be referred by the Dean to the Eligibility Committee of the Faculty.

IV. ACADEMIC PROGRESS AND ELIGIBILITY

- A. Students must demonstrate progress toward the degree by completing a minimum number of semester-hours and maintaining a minimum credit ratio. Only courses taken for credit will be used in calculating the minimum hours earned: withdrawals, incompletes, and non-credit courses will not be included.
 1. For full-time students, satisfactory academic progress is demonstrated by advancing to the next class each year.
 - a. For senior standing in the fall term of her fourth year, a student must have passed at least 87 semester-hours of work, must have a cumulative credit ratio of not less than 1.900, and must have met the degree requirements in foreign language and physical education.
 - b. For junior standing in the fall term of her third year, a student must have passed at least 54 semester-hours and have a cumulative credit ratio of not less than 1.800.
 - c. For sophomore standing in the fall term of her second year, a student must have passed at least 21 semester-hours and have a cumulative credit ratio of not less than 1.700.
 2. For part-time students, satisfactory progress is demonstrated by compliance with the following schedule:

At end of year	Minimum semester-hours	Minimum GPA
1	16	1.7
2	34	
3	54	1.8
4	75	
5	97	1.9
6	120	2.0

3. Transfer credits used to fulfill academic progress requirements must conform to College policy as detailed in section IX.A.
- B. The academic progress of students shall be monitored twice a year by the Eligibility Committee.
1. The status of a student who, at the beginning of the academic year, has failed to demonstrate satisfactory progress toward the degree shall be reviewed by the Eligibility Committee, who shall place her on warning, probation, declare her ineligible to continue at the college.
 2. Any student who fails to achieve a cumulative credit ratio of 2.000 at the end of any term will be reported by the Dean to the Eligibility Committee, which may place the student on the warning or probation list, or on academic suspension, or declare her ineligible to continue her college course. Normally, a student with a GPA below 1.8000 shall be placed on probation. No student on academic warning or academic probation may hold any extracurricular office or compete on club or varsity teams.
 3. The status of a student who has been on the warning or probation list for three consecutive terms shall be reviewed by the Eligibility Committee, who may suspend the student or declare her ineligible to continue.
 4. Any first-year student whose cumulative credit ratio is below 1.000 may be dismissed from the College for a semester. Subsequent readmission would be contingent on evidence of satisfactory academic work completed at another accredited institution.
- C. Students not making satisfactory progress toward the degree or who experience extreme academic difficulty in a given term may be placed on probation or warning even if their GPA is greater than 2.0.
- D. The Dean may recommend exceptions to these policies to the Eligibility Committee. Examples of circumstances that may qualify a student for exemption include documented instances of physical or mental illness, extraordinary problems of a personal or family nature, and legally mandated modifications for students with documented learning disabilities. The Committee must justify any decision to depart from the stated policy on academic progress for a student because of exceptional circumstances. Students who believe they have mitigating circumstances should contact the Dean's Office.

V. TRI-COLLEGE CONSORTIUM

- A. 1. By agreement among three area colleges, a student at Sweet Briar College may take a course at Lynchburg College or Randolph College, provided the course is not currently available at Sweet Briar College. With the approval of the appropriate department at Sweet Briar and the Dean, the course may be counted toward the Sweet Briar degree and the grade will be counted in the computation of the cumulative credit ratio. These stipulations apply to summer term work as well, although summer term tuition must be paid on the campus where the course work is taken.
2. A student involved in the Tri-College Consortium Exchange may not take over 50 percent of his or her courses off the home campus in any one term. Exceptions may be made by the Deans of the institutions concerned.

3. Application for permission to participate in the Tri-College Consortium Exchange should be made to the Dean. No tuition will be charged in addition to that already paid to Sweet Briar College (Exception: summer term tuition, A.1. above), but the student must pay any extra fees or charges and must make her own arrangements for transportation.

VI. DUAL DEGREE PROGRAMS

- A. The purpose of these programs is to satisfy the needs of the student who wishes to combine the advantages of a liberal arts curriculum with more specialized training offered by a large institution. The general plan of study comprises three years at Sweet Briar, followed by two years at a cooperating university, and leads to the award of the two degrees: The Bachelor of Arts from Sweet Briar, and the Bachelor of Science from the university.
- B. The Sweet Briar degree will be awarded at the end of the fourth year, provided that the student's work that year has been satisfactory. If Sweet Briar's commencement occurs before the fourth-year grades are available, the student will be allowed to participate in graduation exercises, but her degree will be withheld until the final grades are received from the cooperating institution.
- C. In addition to the specific prerequisites of the cooperating university, the student must satisfy the following Sweet Briar requirements by the end of her third year:
 1. Completion of three-quarters of the total hours required for graduation.
 2. Completion of the general education requirements.
 3. Completion of a major field of study, except when courses at the university can be applied toward the major.
- D. In order to be eligible for the Sweet Briar degree, a student following a 3-2 program shall have spent at least two years in residence, one of which must be her junior year.

VII. TESTS, EXAMINATIONS, CULMINATING EXPERIENCE, GRADES

- A. 1. All tests and examinations are given under the honor system. The student's signature to any written work is regarded as a pledge of honest work.
- B. 1. Examinations for each course are held at the end of each fall and spring term and are scheduled in accordance with a plan approved by the Faculty.
 2. Scheduling a final examination outside the official examination period must be approved by the Dean.
 3. No take-home final examination may be distributed before noon on the last day of classes for the fall or spring term. Take-home final examinations require the permission of the Dean, which will be granted if the nature of the examinations precludes taking them under the usual circumstances.
 4. If a department or instructor wishes to substitute some other piece of work for an examination, the Dean must be informed in advance.
 5. Course examinations are normally of two or three hours' duration and must be terminated promptly. An instructor who wishes to give an examination of longer duration must request prior approval of the Dean.
 6. All course work must be completed by the last day of classes in each term.

- C. 1. If a student is ill, it is her responsibility to make arrangements with her instructor(s) to complete course work, quizzes, or examinations. Verification of hospital or Health Center confinement may be obtained from the Health Center at the request of the faculty member(s) concerned.
- 2. If a student is in the Health Center at the time scheduled for an examination or test, she may, with the permission of the instructor, take it in the Health Center. By arrangement with the Health Center at a time and in a place to be determined by the faculty member.
- 3. Examinations and tests taken in the Health Center are conducted under the honor system.
- 4. If a student is absent from a term examination or test for reasons other than health, she will receive an F on the exam or test unless she presents for such absence an explanation satisfactory to the instructor and the Dean.
- D. Departments are required to designate a "culminating" senior exercise most appropriate to the discipline and required of all senior majors. This will normally carry three hours of credit and should take place during the senior year. Students double majoring are required to have two distinct culminating senior experiences. Majors in departments which offer only one senior exercise must complete a second senior exercise specifically directed toward the content of the second major.
- E. 1. Term and final grades are to be assigned with the following meaning: A indicates excellent work; B, good; C, satisfactory; D, poor but passing; F, failure. The plus symbol may be used with grades of B, C, and D; the minus may be used with A, B, C, and D.
- 2. Procedure
When a student disputes a final grade and is prepared to present evidence to support this grievance, she must:
 - a. Initiate the procedure by voicing her complaint to the instructor before the end of the next semester.
 - b. If the complaint is not resolved at the first level, the student may then take the matter to the chair of the department for mediation. If the instructor is the chair of the department, proceed to the next level.
 - c. If the matter is still not resolved, she may then refer the matter to the Dean of the College for further mediation.
 Grade changes are limited to the semester subsequent to that in which the work was done.
- 3. Final term grades shall be reported to the Registrar who will inform the student. These grades must not be given to any student or her parents by an instructor.
- 4. Term and final grades shall be reported to the Registrar promptly and in no case later than the date set by the Registrar. A special date will be set each year for the reporting of the grades of seniors before Commencement.
- F. 1. If the grade at the end of any term is F, the instructor shall complete a report thereof on a form available in the Dean's Office.
- 2. If a student fails a required course, she must repeat the course either at Sweet Briar or at another institution, subject to the approval of the Dean and the head of the department concerned. If a student fails a required course twice, she may be declared ineligible to remain in the college.

3. If a student earns a grade below C- in a course, she may repeat the course. Course repeats are subject to the following conditions:
 - a. The repeated course must be the same course or its equivalent as determined by the department and it must be taken at Sweet Briar. Topical seminars repeated under this policy must have the same course content. When course content differs, the topical seminar may be repeated and is not subject to the conditions of the repeat policy.
 - b. Grades for all course attempts will appear on the student's transcript and will be included in GPA calculations, but credit will be applied only once toward fulfilling degree requirements.
 - c. A student cannot repeat a course that is a prerequisite for a course already completed.
 - d. Grades earned in all course attempts will be included in calculation for all honors.
 - e. Departments may designate courses as non-repeatable. This exclusion must be included in the course description in the Catalog.
 - f. Students must designate at the time of registration her intent to repeat a course under the conditions of this policy. Forms for this purpose are available from the Office of the Registrar.
4. I or (Incomplete) indicates that a substantial piece of required work has not been completed but under circumstances which merit an extension of time.

If the student feels she has a valid reason for requesting an incomplete, she should obtain a Permission for Incomplete form from the Dean's Office, complete it, sign it, and have it approved by the faculty member and the Dean. Hence, the Incomplete becomes a three-way agreement. This process must be completed by the last day of exams.

The grade of I (Incomplete) may be removed only by the completion of the incomplete work within four weeks after the last class day of the term in which the grade of Incomplete was given. Under exceptional circumstances an extension of time may be granted by the instructor in consultation with the Dean. If the I (Incomplete) is not removed within the specified time, a grade of F for the course shall be recorded.

VIII. INDEPENDENT STUDY, SPECIAL STUDY, DIRECTED STUDY, INTERNSHIPS, AND SELF-DESIGNED MAJORS

- A. 1. An INDEPENDENT STUDY is defined as pursuit of an upper level research project determined in advance by the student in consultation with and with the approval of a faculty member who will act as the sponsor of the undertaking. The student's work, which may take place off campus, need not be subject to continuous review by the faculty sponsor. Prerequisites for the course shall be the appropriate 100-level course(s) and a 200-level course, or permission of the faculty sponsor. An independent study shall have a 400-level designation, as provided by the Registrar. Independent study projects shall receive from one to three hours of credit, as determined in advance, at the discretion of the faculty sponsor.
2. A student doing an independent study project must obtain on her proposal form the signatures of the faculty member sponsoring her project, of the Chair of the Department or Director of the Program, of the Academic Advisor, and of the Dean. The deadline for completing this procedure shall be the add deadline of the fall and spring terms. For summer independent study, the deadline is one week before the end of spring term classes.

3. A credit ratio of C (2.000) in the proposed field of study shall be required for admission to independent study work.
 4. Exceptions to these rulings may be made for good cause by the Dean in individual cases.
- B.
1. A SPECIAL STUDY is defined as the study of an intermediate level topic by an individual student or by a small group of students under the immediate supervision of a faculty member. Prerequisites for the course shall be the basic course of the department in which study is undertaken and an appropriate 100 level course, or permission of the faculty sponsor. A special study shall have a 300-level designation, as provided by the Registrar. Special study work shall receive from one to three hours of credit determined in advance, at the discretion of the faculty sponsor.
 2. A student doing a special study project must obtain on her proposal form the signatures of the faculty member sponsoring the study, of the Chair of the Department or Director of the Program, or the Academic Advisor, and of the Dean. The deadline for completing this procedures shall be the add deadline of the fall and spring terms.
 3. Exceptions to these rulings may be made for good cause by the Dean in individual cases.
- C.
1. A DIRECTED STUDY is defined as the study of introductory level material by an individual student or by a small group of students under the immediate supervision of a faculty member. The prerequisite for the course shall be the basic course of the department in which study is undertaken. A directed study shall have a 200-level designation as provided by the Registrar. Directed study work shall receive from one to three hours of credit, as determined in advance, at the discretion of the faculty sponsor.
 2. A student doing directed study must obtain on her proposal form the signatures of the faculty member sponsoring the study, of the Chair of the Department or the Director of the Program, or the Academic Advisor, and of the Dean. The deadline for completing this procedure shall be the add deadline of the fall and spring terms.
 3. Exceptions to these rulings may be made for good cause by the Dean in individual cases.
- D.
1. An INTERNSHIP is defined as work experience related to a student's academic program. An on-site supervisor and a Sweet Briar College faculty sponsor are needed for direction of the internship.
 - a. An internship shall consist of a minimum of 40 hours of work per earned credit hour, either at the work place or in related field work, and shall usually receive one to three semester-hours of credit. With the recommendation of the faculty sponsor and the approval of the Dean, internships of longer duration which are more academically substantive may be awarded more credit, up to a maximum of six semester-hours for any one internship. No more than 12 semester-hours of internship credit may be counted toward the degree.
 - b. Internships shall be graded on a Pass/Credit/No Credit basis.
 2. To be eligible for an internship, a student must meet the following criteria:
 - a. She must be a (rising) sophomore, junior, or senior.
 - b. She must have a cumulative GPA of 2.0 or better.
 - c. She must have taken at least three semester hours of course work in the field of study to which her internship is related, and she must have at least a 2.0 GPA in this field.
 - d. She must not be on any type of academic probation.
 3. a. A student initiates the process of obtaining an internship by requesting a signed Intent to Intern form from the Office of Career Services. This form must be signed by the

- faculty sponsor, the Chair of the Department or the Director of the Program, and the Dean.
- b. The deadlines for completing this procedure are as follows:
For fall or spring term internships: the 8th day of classes.
For summer internships: 1 week before the end of spring term classes.
 - c. A standard letter outlining the College's internship policies and containing the faculty sponsor's name and telephone number shall be sent to the on-site supervisor from the Dean's Office before the internship begins.
 - d. The student shall deliver a form for the on-site supervisor to sign and return to the student, verifying that the student has completed the internship. The student will then deliver this signed form to the faculty sponsor.
4. To receive credit for the internship, a student must submit the following:
- a. a written report of assigned reading related to the academic discipline in which the internship is taken and to the internship itself. Other work may be substituted for this report with the approval of the faculty sponsor and the Dean.
 - b. a journal which provides a detailed description of what the intern did.
 - c. a paper in which the intern attempts to make sense of the internship experiences recorded in her journal by relating them to her academic discipline and to any assigned literature.
 - d. a form signed by the on-site supervisor verifying satisfactory completion of the internship. It is also the student's responsibility to request her supervisor to send an evaluation of her work directly to the faculty sponsor.
- E. A SELF-DESIGNED MAJOR may be planned by a student in consultation with a faculty advisor from a sponsoring department or program (with approval of the department or program involved) and representatives of the other department(s) or program(s) involved.
1. The major must include at least 36 credit hours. It should be comparable in rigor and philosophy to other majors offered at Sweet Briar, show a progression in complexity and include a designated culminating experience. Normally a minimum of 18 hours should be in the sponsoring department or program; a minimum of 27 hours must be at the 200 level or above. At least 9 of the 27 hours must be at the 300 level or above. The culminating experience may be one of these courses.
 2. A student must have a grade point average of 3.0 before she will be permitted to undertake this type of major.
 3. The student and her principal faculty advisor should submit the Self-designed Interdisciplinary Major Proposal to the Dean of the College March 15 of the student's sophomore year, and at this time any proposed independent study courses must have a description comparable to that of a typical course. The proposal should be signed by the Chair of the sponsoring department or program and by other faculty members who have contributed to the proposal.
 4. The proposal will be reviewed by a standing subcommittee of the Instruction Committee consisting of the Dean and two faculty members appointed by the Chair of the committee. The subcommittee may approve, approve with emendations, or reject the proposal. An accepted program of study may be amended after its acceptance by petition to the Dean, who will consult the subcommittee.

IX. ADVANCED STANDING, SUMMER WORK

- A. 1. Application for credit at Sweet Briar for work pursued elsewhere must be made to the Registrar. In no case will more than 60 semester hours be allowed toward the degree for work taken elsewhere. Courses offered for credit toward the major or minor must be approved by the appropriate department at Sweet Briar College.
- 2. Credit is tentative until the student has completed one year's work at Sweet Briar with a credit ratio of at least 2.000.
- 3. No credit will be granted for work taken at another institution, including the Junior Year in France and the Junior Year in Spain, if the grade obtained is less than C-. No transfer credit will be allowed for courses taken Pass/Fail at another institution, unless Pass at that institution is the equivalent of C- or above.
- 4. Sweet Briar College accepts transfer credit for all dual enrollment courses that meet the College's basic transfer criteria. The Registrar, in consultation with each department, will determine whether or not these courses may count as the equivalent of courses offered by that department. If there is no departmental equivalent, courses may be granted generic, 100-level credit in the department. Only dual enrollment courses transferred as Sweet Briar College course equivalents may be used to satisfy general education requirements. In accordance with Sweet Briar's policy for other transfer credits, an official college, university, or community college transcript must be sent to the Registrar, and credits will not be awarded for courses receiving a grade below C-.
- B. No more than 18 semester-hours of summer school work will be allowed toward the degree. In order to insure that credit will be transferred, it is strongly recommended that students obtain written permission of the departments concerned and the Registrar BEFORE enrolling for summer school courses. If prior permission is not obtained, students must request approval of the courses no later than the end of the fall term following summer school, or credit will not be given. Transfer credit will depend on written approval of summer work by the departments concerned and the Registrar.

X. THE CALENDAR, CLASS ATTENDANCE, DUE DATES FOR PAPERS AND REPORTS

- A. 1. The general calendar structure for the academic year as approved by the Faculty shall not be altered without the approval of the Faculty. The specific dates for each annual calendar shall be determined by the Administration of the College.
- 2. Classes must be held and examinations given in accordance with the official Calendar.
- B. 1. An instructor who expects to be absent from a class shall make provisions for the class and shall notify the chair of the department and the Dean as to the duration of the absence and the provisions made for the class.
- 2. In case of unexpected absence, the instructor in question shall notify the chair or, if the chair is unavailable, the Dean; he or she will, insofar as is possible, make provisions for meeting the class or notifying the students that the class will not be held.
- 3. Students shall remain in the classroom for ten minutes after the scheduled time for the start of class but may then leave if the instructor fails to meet the class without notice.
- 4. An instructor must give advance notice of detailed requirements for papers and other major projects and the due date so that the student may have a reasonable time to

complete them. When the terms of an assignment seem unreasonable, a student, having consulted the instructor first, may then consult the department chair or the Dean.

- C. 1. Students are expected to attend ALL classes. Faculty may take class participation into account in grading.
2. If a student misses a class, it is her responsibility to make up the work missed and to obtain any new assignments **WITHOUT ASSISTANCE FROM THE PROFESSOR**. Under normal circumstances faculty **DO NOT** give extra help to students who miss class unless the absence occurs because the student was admitted to the Health Center or hospitalized.
3. With the permission of the instructor, a student may change from one section to another in order to make up work. She may not do so in order to remove records of absence or to leave the college early before a vacation or recess, or to return later therefrom.
4. A student who is absent from classes for more than four weeks may re-enter classes only with the permission of the Dean. Only in exceptional cases will she be permitted to carry a full schedule of courses.
5. The Dean may modify at his discretion the application of any of the rules regarding attendance.

XI. HONORS

- A. General honors are awarded at graduation on the basis of the student's entire undergraduate record.
- B. The requirement for the degree
 1. cum laude is a cumulative credit ratio of not less than 3.400.
 2. magna cum laude is a cumulative credit ratio of not less than 3.600.
 3. summa cum laude is a cumulative credit ratio of not less than 3.900.
- C. Departmental honors as well as general honors may be awarded to students enrolled in the Honors Program. Depending on the quality of the student's work, she may receive the degree with Honors, High Honors, or Highest Honors in her major field of study in accordance with the stipulations for the Honors Program as approved by the Faculty.
- D. First Year Honors are awarded at the end of the fall term to first year students who have achieved a credit ratio of 3.300 provided they have carried at least 12 hours of graded academic work and received no grade below C. If a student receives a grade of unsatisfactory or NC (no credit) that grade will count as a grade below C.
- E. All students who have achieved a term credit ratio of not less than 3.500 at the end of a fall or spring term (except for the fall term in which first-year honors would be earned), provided they have carried at least 12 hours of graded academic work and received no grade below C, may be named to the Dean's List, as approved by the Faculty. If a student receives a grade of unsatisfactory or NC that grade will count as a grade below C.

XII. THE HONOR SYSTEM

(The Faculty are referred for full details to the statement on the Honor System in the Students' Handbook.)

- A. If an instructor observes a possible breach of academic honor, he or she shall promptly confer with the student involved.

1. If after conferring with the student the instructor believes that a breach has occurred, she or he shall urge the student to report herself to the Chair of the Judicial Committee of the Student Government Association. The student shall advise the instructor when she has done so.
 2. If the student fails to report herself promptly, the instructor shall report the case to the Chair(s) of the Judicial Committee.
- B. Expulsion, dismissal, and suspension, shall be recorded on the student's transcript.

(The above penalties are defined in the *Student Handbook*.)

Faculty Policies

XIII. FACULTY PROCEDURE

- A. 1. For purposes of voting eligibility, faculty teach half time if they teach at least three courses per year, where "courses" include traditional, laboratory, physical education, and riding courses but exclude directed, special, or independent studies and internships.
2. Certain officers of the College may be invited by the Faculty to attend Faculty meetings as observers without voting privilege. At present this includes the Vice President for Alumnae and Development, the Vice President for Finance and Administration, Vice President and Chief of Staff, the Dean of Admissions, the Dean of Co-Curricular Life, the Registrar, the Assistant/Associate Vice President for Finance and Administration, the Assistant/Associate Dean of Co-Curricular Life, the Chief Information Officer, the Director of Admissions, the Director of Academic Advising, the Director of Auxiliary Services, the Director of Career Services, the Director of Financial Aid, the Director of Human Resources, the Director of Institutional Research, the Director of International Studies, the Director of Junior Year in France, the Director of the Junior Year in Spain, the Director of Media, Marketing, and Communications, the Director of Network Services, the Director of Outdoor Programs, the Director of the Physical Plant, the Director of Residence Life and Housing, the Associate Director of the Physical Plant, the Assistant Registrar, the College Chaplain, and the Faculty Grants Officer.
3. The Secretary of the Faculty shall be elected by the Faculty for a term of one year. It shall be his/her duty to keep the minutes of all regular and special meetings and to inform the Dean annually of revisions required in the *Faculty Rulings* in accordance with Faculty action. The secretary has the option of bringing stenographic help, provided by the College, to take notes in Faculty meetings.
- After each Faculty meeting the Faculty Secretary shall e-mail a summary of actions taken at the faculty meeting to the President of the Student Government Association. All requests for clarification should be made directly to the Faculty Secretary, and should come through the SGA office or the chair of Academic Affairs rather than an individual.
4. Faculty meetings are held once a month during the academic year at a time fixed by the Faculty. By majority vote of the Faculty a regular meeting may be dispensed with.
- B. 1. The Dean and the Department or Division concerned, represented by departmental chairs and the appropriate divisional advisers, shall confer with the President on all cases of appointment, promotion, tenure, leave, and dismissal.

2. The President and the Dean must consult the Academic Planning Committee and seek its recommendation before making changes in the size of a department or academic program.
 3. The Personnel Committee must be consulted by the President concerning recommendations for tenure and promotion: see sections entitled Tenure and Promotion in the *Faculty Personnel Manual*. In the event that an elected member of the Personnel Committee is being considered for promotion or tenure, or an elected member's department has a candidate for promotion or tenure, this member shall be replaced by the person receiving the next highest number of votes for discussion of all matters relating to that issue only.
- C. 1. A report of a Faculty committee shall ordinarily be presented at one meeting and action taken at the next. If immediate action is desired on a committee report or a motion from the floor, a vote may be taken at the meeting at which it is proposed unless ten or more voting members request that a decision be deferred. The Faculty Executive Committee and Instruction Committee are the only committees that may bring an item to the floor as a seconded motion.
2. All reports of committees shall be presented in writing, and kept on file by the Secretary of the Faculty.
- D. 1. A full-time member of the Faculty may accept regular, term-time, off-campus employment not to exceed one course per term, or the equivalent thereof in respect to time commitment, provided it does not interfere with the performance of teaching, advising or other duties at the College. Such off-campus employment should not be undertaken without annual prior approval of the Chairman of the Department and the Dean.
2. No member of the Faculty may receive any compensation for tutoring a student who is in her/his class. Only the Faculty may grant exceptions to this rule.

XIV. COMMITTEES

A. COMMITTEE SERVICE

1. Normally first year faculty members are not expected to serve on committees. Departures from this standard are strictly voluntary and are limited to service on one committee.
2. Normally, first-year faculty are not expected to advise students.
3. Normally, non-tenured faculty members are not expected to chair committees. Administrators and faculty need to keep this in mind when committees are appointed or elected; that is, they should ensure that there is a tenured member of the committee who will serve as chair.
4. Faculty members who serve as Chairs of the Academic Planning Committee, Faculty Executive Committee, or Instruction Committee are not expected to serve on other committees for a period of one year following his or her term on the committee. After chairing Personnel Committee, a faculty member is not expected to chair any other major committee for a period of one year following his or her term as chair.
5. No one may serve simultaneously on more than one of the following four committees: Academic Planning Committee, Faculty Executive Committee (with the exception of the Chair of the Faculty Executive Committee who serves on the Academic Planning Committee), Instruction Committee (with the exception of the Chair of the Instruction

Committee who serves on the Academic Planning Committee), and Personnel Committee.

6. Faculty members are prohibited from serving two full consecutive terms on the Academic Planning Committee, Eligibility Committee, Instruction Committee or Personnel Committee. Faculty Members are prohibited from serving more than two consecutive terms on the Faculty Executive Committee. This would not pertain to a faculty member who replaced someone mid-term, and was serving as a replacement at the time of an election.
7. Faculty who hold temporary administrative positions are not eligible to run for elected committees unless they have at least half-time teaching duties.

B. FACULTY MEMBERS OF NON-FACULTY COMMITTEES

1. Judicial Committee of the Student Government Association: Two Faculty members are elected, as provided in the Constitution of the Student Government Association.
2. Board Committees
 - a. Educational Programs Committee
 - 1). Two faculty members are elected to serve on the Educational Programs Committee. Full-time teaching faculty members who are completing two or more years of service to the College and are under contract for next two years are eligible for election. In addition, persons employed full-time by the college who are completing two or more years of service to the college, who have a contract for next year, and who have a contract specifying that they have faculty status and privileges except tenure are also eligible.
 - 2). Faculty members serve two-year terms and may be reelected for one successive term. Elections for this committee are staggered, one faculty member to be elected each year.
 - b. External Affairs Committee
 - 1). One faculty member is elected to serve on the External Affairs Committee. Full-time teaching faculty members who are completing two or more years of service to the College and are under contract for next two years are eligible for election. In addition, persons employed full-time by the college who are completing two or more years of service to the college, who have a contract for next year, and who have a contract specifying that they have faculty status and privileges except tenure are also eligible.
 - 2). The Faculty member serves a two-year term and may be reelected for one successive term.
 - c. One member of the Faculty Executive Committee serves on the Buildings and Grounds Committee. One member of the Faculty Executive Committee serves on the Development Committee. All members of the Subcommittee on the Budget serve on the Investments Committee and Finance Committee.
 - d. Faculty members of Board Committees serve as representatives of the Faculty, and report directly to the Faculty. They attend all meetings of their respective committees; the College pays the expenses necessary to attend off-campus meetings.
 - e. If a Board representative is unable to attend a meeting, a replacement will normally be selected by the Faculty Executive Committee. The Committee will use the guidelines presented below.

If a substitute needs to be found in less than 24 hours, the Dean should consult with the Chair of the Faculty Executive Committee and appoint an appropriate replacement. Replacements to the Board Building and Grounds Committee, the Development Committee, the Finance Committee, and the Investments Committee will come from the Faculty Executive Committee, replacements to the Educational Programs Committee will come from the Instruction Committee, and replacements to the External Affairs Committee will come from the most recent ballot.

C. PROCEDURES FOR COMMITTEE ELECTIONS

1. Schedule of elections

Elections are held in the spring for the Academic Planning Committee, the Faculty Executive Committee, and the Personnel Committee. All other elections for faculty and Board committees follow.

2. Committees are elected by the Faculty from nominees presented by the Faculty Executive Committee subject to the provision that the number of nominees shall be at least 50 percent larger than the number to be elected and that nominations from the floor may be made at the meeting at which election takes place.
3. a. The Chair of the Subcommittee on Elections and Appointments shall not be a candidate for elected office with one exception; he or she may run for Chair of the Faculty Executive Committee. In this case, a substitute should be assigned to conduct this election.
b. The Chair of the Subcommittee on Elections and Appointments may cast a regular ballot in all elections except tie-breakers. In the event that a run-off election ends in a tie, the Chair will cast the deciding vote.
c. Election results will be kept for four years. The Chair of the Subcommittee on Elections and Appointments will keep one copy and an academic assistant will keep an additional copy.

D. VACANCIES ON COMMITTEES AND TERMS OF SERVICE

1. In the event that any member of an elected committee is unable for any reason to complete the term of service for which he or she was elected, the person receiving the next highest number of votes in the most recent election shall fill the unexpired term. The Chair of the Faculty Executive Committee announces the replacement at the next scheduled Faculty meeting. In the event that the Faculty Executive Committee Chair position becomes vacant, the person with the next highest votes will serve as interim Chair until a special election can be held to select the new Chair.
2. Unless otherwise specified, service on a committee shall be for the academic year.

E. FACULTY MEMBERS OF COLLEGE-WIDE COMMITTEES

1. ADMISSIONS COMMITTEE

The Committee consists of three full-time members of the Faculty (two appointed for two-year staggered terms representing various disciplines and the elected faculty representative to the Educational Programs Committee of the Board). The Dean of Admissions Chairs the Committee. The Director of Admissions, one other Admissions Office representative, one Co-Curricular Life Office representative, and one Dean's Office representative also serve. The Chair of the Enrollment Management Team serves

as an *ex-officio* voting member. The Committee: reviews annually admissions policies; reviews annually recruitment procedures to ensure diversity of the student population; reviews regularly faculty participation and role in student recruitment; and provides input on individual applicants or in special circumstances as requested by the Admissions Office. The Committee should be responsive to faculty ideas for student recruitment.

2. EXTERNAL AWARDS COMMITTEE

The Committee mentors and oversees nominations of students and faculty for national awards. It will consist of three full-time faculty members appointed for staggered three-year terms who represent the sciences, social sciences, and humanities; the Dean of the College or the Associate Dean for Academic Affairs, who serves as Chair; the Chair of the Honors Committee; the Director of Career Services; and the Faculty Grants Officer.

3. THE LECTURES AND EVENTS COMMITTEE

a. Membership

1). The Committee consists of

a). Five faculty members selected as follows:

- i. Three elected members who serve three-year terms, on a rotation in which one is elected each year.
- ii. Two members appointed by the President in consultation with the Faculty Executive Committee, who serve one-year terms.

b). Four members of the Administration.

c). Four students members, one from each class. The three upper-class student members are elected by the student body in the spring by the then freshman, sophomore and junior classes. The freshman class member is elected in the fall of the year in which she serves when the freshman class elects officers.

2). The Committee has faculty and administrative co-chairs.

- a). The faculty co-chair chairs meetings of the Committee. He/she works to insure that events have an educational purpose and that co-curricular events are coordinated with the academic program.
- b). The administrative co-chair is in charge of administering events. This includes managing the budget, assuring that events are well-publicized, organizing staffing for major events, and overseeing the evaluation of events. He/she chairs meetings in the absence of the faculty co-chair.
- c). The Committee reports to the President via the Faculty and Administrative Co-Chairs.

b. Duties

1). The major responsibilities of the Committee are to do the following:

- a). Be proactive in developing a coherent series of lectures and events to enhance our academic and co-curricular programs.
- b). Solicit the entire community concerning themes and/or ideas for major campus-wide events.
- c). Develop a budget which balances allocation of funds among:

- i. nationally-known speakers of campus-wide appeal.
 - ii. funds for speakers of a more departmental nature.
 - iii. funds to support new curricular initiatives and interdisciplinary topics.
 - iv. funds to be held in reserve for unexpected projects or opportunities.
 - d). Handle requests from departments and disciplinary programs in an equitable manner. In cases where a fund has traditionally been used by a single department, the Committee should discuss its plans with that department before allocating money from that fund to an event.
 - e). Keep the campus community well-informed about committee policies and funding sources.
 - f). Oversee endowed funds with careful attention to good stewardship.
 - g). Oversee evaluation of events funded by the Committee to insure that the purpose of each event is well-served.
 - h). Assure that dates for lectures and events are chosen to avoid conflicts and are spread throughout the academic year.
 - i). Organize effective publicity for events.
 - 2). The Committee meets with the President early in the fall semester to discuss themes for major events for the following academic year(s).
- c. Endowed Funds Managed by the Committee
 - 1). The following funds are managed by the Committee:
 - a). Anonymous Fund for Visiting Lecturers.
 - b). Brannan Enrichment of Campus Life Fund.
 - c). Ewald Program Fund: to be used on an alternating-year basis with the Petersmeyer Fund to bring in speakers of national recognition.
 - d). Haskell Enrichment of Campus Life Fund: suggests an emphasis on the arts.
 - e). Lucas-Pate Lectureship
 - f). Lyman Lectureship: contribute to present-day religious thought.
 - g). Patrick Fund; field of humanities.
 - h). Pearl Lectureship: classical culture, including language, literature, history, science.
 - i). Petersmeyer Campus Enrichment Fund: two-thirds of this fund is managed by the Committee. These funds should be used on an alternating basis with the Ewald Fund to bring in speakers of national recognition. (The remaining third is restricted to co-curricular programming.)
 - j). Prosch Memorial Concert Fund: performing artist or group.
 - k). Steinbrenner Molloy Fund: part of this is restricted to use by the Theater Department, but some is reserved to bring well-known performers to campus.
 - 2). The value of these funds will fluctuate from year to year due to performance of the market.
 - 3). These funds were set up to be spent at the discretion of the President. The President reserves the right to redirect Presidential discretionary funds.

F. ELECTED COMMITTEES

1. ACADEMIC PLANNING COMMITTEE

a. Membership

- 1) Five tenured members of the full-time teaching faculty, elected through a process that encourages broad disciplinary representation for a term of three years, two to be elected one year, two the second year, and one the third year. The Chairs of the Faculty Executive Committee and the Instruction Committee serve as an *ex officio* members with voting privileges.
- 2) The President, Dean of the Faculty, Vice President for Finance and Administration, and Registrar are *ex officio* members with non-voting privileges.
- 3) The members are elected by those entitled to vote at faculty meetings (with the exception of the President and Dean).
- 4) The Chair of the Academic Planning Committee is elected annually by those entitled to vote at faculty meetings (with the exception of the President and Dean) from faculty members of the Committee willing to stand for election; this slate must contain at least two names. The Chair may stand for reelection.
- 5) Faculty who stand for election normally must be available to serve a three-year term, and not be taking a sabbatical or other leave during the first two years of that period. Faculty who cannot finish their term on the Committee for whatever reason will be replaced for the entire completion of their term. Faculty may not serve consecutive full terms on the Committee. Members of the Academic Planning Committee are ineligible to serve simultaneously on the Faculty Executive Committee (with the exception of the Chair of the Faculty Executive Committee who serves on the Academic Planning Committee), the Instruction Committee (with the exception of the Chair of the Instruction Committee who serves on the Academic Planning Committee), or the Personnel Committee. The Chair of the Faculty Executive Committee will serve as an alternate in discussions where a member has recused her/himself. When the Chair of the Executive Committee must recuse her/himself as an alternate, or if more alternates are needed, the Committee will appoint them.
- 6) The faculty members of the Committee may meet in the absence of the non-voting *ex officio* members.
- 7) For the first two years of its work (2011-12 and 2012-13), while the committee is establishing new procedures, the Chair of the Academic Planning Committee will receive replacement for one course each term. In 2012-13 the Faculty Executive Committee will determine whether this policy should be continued.

b. Duties

The primary responsibility of the Academic Planning Committee is to oversee long-range curricular innovation, planning, and policy to carry out the academic mission of the College. It serves in an advisory capacity to the Faculty on curricular matters through its consultation with the Instruction Committee and to the President and the Dean of the Faculty on staffing and the allocation of resources. To perform this oversight in a responsible, equitable manner the Committee's tasks will include the following:

- 1) The creation of a long-range academic plan.
- 2) The on-going review and evaluation of the current curriculum for the purpose of

- improving and maintaining a viable, coherent, and rigorous liberal arts curriculum. To the degree possible, this evaluation should contribute to long-range planning for the overall academic program of the College.
- 3) The on-going review and evaluation of the general education program and its relationship with the rest of the curriculum, to be completed in collaboration with the Instruction Committee.
 - 4) The on-going review and evaluation of the Honors Program and its relationship with the rest of the curriculum, to be completed in collaboration with the Honors Committee and the Instruction Committee.
 - 5) The review and evaluation of any other significant curricular issues such as graduation requirements and programs required for the purposes of reaccreditation, to be completed in collaboration with the Instruction Committee.
 - 6) The encouragement and facilitation of collaborative efforts among faculty to maintain a rigorous and integrated liberal arts curriculum.
 - 7) The review and evaluation of curricular proposals.
 - 8) The submission of curricular proposals to the Instruction Committee that reflect the Committee's deliberations in light of the long-term goals of the academic program.
 - 9) The review and evaluation of staffing policies and practices that relate to the academic program, in collaboration with the Faculty Executive Committee.
Recommendations regarding staffing issues will be submitted to the President and the Dean of the Faculty for their consideration.

c. Procedures

The following procedures will be followed by the Committee in carrying out its duties:

- 1) Based on deliberations and recommendations as well as its charge to develop and review the College's academic plan, the Committee may propose curricular and programmatic changes. Included in its purview are the General Education Program, the Honors Program, any active program required for the purposes of reaccreditation, and graduation requirements as well as curricular or staffing changes. Such proposals will be strengthened by their submission to the Instruction Committee for discussion and collaboration. After the two committees come to a consensus of opinion about the proposals, the Instruction Committee will present them to the Faculty for a vote. Proposals with significant changes to the academic program should be presented as notices of motion.
- 2) The Committee will encourage and facilitate interdepartmental cooperation and the sharing of resources. When the Committee considers curricular changes or staffing reallocations, it will require documentation that the appropriate departments or programs were consulted about the nature of the proposed changes. The Committee will provide the due-diligence necessary to assure that the efforts in making recommendations for changes that affect the academic program have been collaborative among faculty in order to maintain an integrated, coherent liberal arts curriculum.
- 3) Staffing of the academic program will be considered by the Committee whenever there are requests for changes in the size or organization of academic departments or the overall size of the Faculty. Requests for conversion of positions from part-time to

- full-time (or vice versa) or from contingent to tenure-track (or vice versa) will also be considered by the Committee. All of these considerations will be made in the light of the long-range academic plan, and enrollment and budget implications. The Committee will provide the due-diligence necessary to assure that the recommendations made maintain an integrated, coherent liberal arts program. The President and the Dean will consider the recommendations of the Committee when making the final decisions on staffing.
- 4) Requests for new or continuing adjunct and provisional staffing will be considered by the Committee. The Committee will make policies and recommendations to improve instructional efficiencies and minimize the College's overall reliance on contingent faculty in the best interest of an integrated, coherent liberal arts program. All of these considerations will be made in light of the long-range academic plan, and enrollment and budgetary implications. The President and the Dean will consider the recommendations of the Committee when making the final decisions on staffing. The Dean may bring emergency requests to the attention of the Committee.
 - 5) The Committee will consider proposals for changes that affect the academic program, including increases or decreases in staffing. Curricular matters that must be presented to the Committee include: proposals for adding, eliminating or merging programs, majors, minors, certificates, and centers; proposals for any changes to majors, minors, and certificates that have staffing implications; and proposals for any changes to the academic components of the general education program, Honors program, and programs required for the purposes of reaccreditation. Staffing matters that must be presented to the Committee include: requests for tenure-track faculty and requests for new or continuing non-tenure track (full- or part-time) positions. Such requests are required for any expansion or for any replacement for the departure of an existing tenured, tenure-eligible, or continuing contract faculty member.
- d. Proposals to the Academic Planning Committee
- The Committee will receive and consider proposals from the community as they affect the academic program as described above. Proposals sent to the Committee should follow these guidelines:
- 1) Curricular proposals should include a thorough justification (see item d.4) below), and indicate how the overall curriculum will be enhanced and how the program supports the long-range academic plan. These proposals must include evidence of collaboration with constituencies across campus and should specify linkages that will be made to majors or minors in affected fields. The documentation must indicate that other departments or programs were consulted about the nature of the proposal so as to ensure coherence of the overall curriculum and efficiencies in staffing. The process will require:
 - a) Proposals for new programs, majors, minors, certificates and centers must be submitted by November 1st. The Committee will act on all proposals within the academic year in which they are proposed. The Committee will provide proposers with a rationale in writing regarding any actions taken.
 - b) If recommended by the Committee as being consistent with the long-range academic plan, the recommended change(s) will be forwarded to the Instruction

Committee, which will work with the department or program to develop the specific requirements and courses within staffing limits determined by the President, and with the Registrar to reconcile the specific changes with the existing curriculum. The final proposal, reflecting a consensus of opinion of the two committees, will be presented to the Faculty by the Instruction Committee for a vote. Proposals for significant changes to the academic program should be presented as notices of motion.

- c) A representative of the department or program submitting the proposal may attend at least one meeting of the Committee at which the proposal is discussed to answer questions or to make clarifications.
 - d) Proposals in regard to any academic program dependent in part or fully on contingent funding (temporary or external) should be presented to the Committee while it is early in its planning stages. This includes proposals for summer programs that involve the granting of credit, graduate programs, and college courses/credits that involve non-resident students. A full proposal must be submitted to the Committee no later than the date when it is submitted to the granting agency. If approved by the Committee, the proposal will be forwarded to the Instruction Committee, which will work with the department or program to develop the specific requirements and courses within staffing constraints determined by the President, and with the Registrar to reconcile the specific changes with the existing curriculum. The final proposal, reflecting a consensus of opinion of the two committees, will be presented to the Faculty by the Instruction Committee for a vote.
- 2) Staffing proposals for a tenure-track or continuing non-tenure track (full- or part-time) position, either as an expansion or as a replacement for the departure of an existing tenured or tenure-eligible faculty member, should include a thorough justification (see item d.4) below). The process will require:
- a) Proposals for a tenure-track or continuing non-tenure track (full- or part-time) position must normally be submitted by November 1st of the academic year preceding the year in which a search to staff the position would be conducted. In the event of an unexpected departure of a faculty member on continuing contract, the Committee will review an emergency request submitted after the posted deadline.
 - b) The Committee will examine each position request in terms of:
 - i) its relation to the College's mission and long-range academic plan,
 - ii) its contributions to short- and long-term departmental and disciplinary directions,
 - iii) its impact on overall faculty resources at Sweet Briar,
 - iv) capacity to respond to sabbatical leaves,
 - v) opportunities to enhance the diversity of the faculty,
 - vi) the recent history of staffing, numbers of majors, service courses, enrollment patterns, and previous requests from this department or program.
 - c) The Committee will review all of the requests for the coming year and make prioritized recommendations to the Dean and President no later than March 15th. The President and Dean will inform the Committee, the interested departments, and the faculty as a whole of their decisions on these positions no later than May

- 1st.
- 3) Staffing proposals to request new or continuing adjunct and provisional staffing for courses in a department or program should detail the need and the situation. These proposals should include an explanation for why the course(s) cannot be taught by a full-time faculty member or why the course(s) cannot be taught less frequently. The process will require:
 - a) Proposals for new or continuing adjunct or provisional staffing should be made as soon as the need is identified.
 - b) The Committee will examine each request in terms of:
 - i) its relation to the College's mission and long-range academic plan,
 - ii) its contributions to short- and long-term departmental and disciplinary directions,
 - iii) its impact on overall faculty resources at Sweet Briar,
 - iv) capacity to respond to sabbatical leaves,
 - v) opportunities to enhance the diversity of the faculty,
 - vi) the recent history of staffing, numbers of majors, service courses, enrollment patterns, and previous requests from this department or program.
 - c) The Committee will review each request as received and will make a recommendation as soon as possible, within the semester that the request is made if possible.
 - 4) The justification for staffing proposals submitted to the Committee should include:
 - a) A detailed description of the proposed change as well as any alternatives that have been considered.
 - b) A long-range (5-year) plan that outlines the department's or program's goals in relation to the College's mission, the long-range academic plan, the department's or program's staffing needs, other relevant department or program staffing needs, and the future intellectual and pedagogical directions of their specific area. This plan should also reflect on the history of the department or program over a minimum of the last five years.
 - c) A detailed rationale for the change including, but not limited to, a discussion of:
 - i) how the proposed position contributes to short- and long-term departmental needs and disciplinary directions;
 - ii) how the proposed position contributes to the offerings and curricular demands of other departments and majors;
 - iii) the position's relationship to the College's mission and long-range academic plan;
 - iv) the relation of the request to the department's or program's long-range plans and those of other departments and programs.
 - d) Letters from appropriate affiliated departments or programs commenting on the proposal, as well as an account of the process of consultation with those departments and programs that contributed to the development of the proposal and the kinds of commitments made by other departments and programs to use these new resources.
 - e) Estimates of any significant new institutional costs associated with the position, *e.g.*, laboratory construction or renovation and startup funds.
 - f) Staffing and student enrollment figures for the past ten academic years. (Student

enrollment should be broken down by introductory and advanced courses; include numbers of majors and minors and, for the Education Department, number of graduate students.) This should also include some analysis of trends in the data.

e. Meetings

The Academic Planning Committee will normally make its agenda available to the faculty one week before each meeting. All proposals for academic staffing and curricular change, including proposals from the Committee, the Instruction Committee, and the Administration, will be posted on-line at least nine working days in advance of consideration by the Committee. Comments will be encouraged and collected by the Committee. The Committee will provide a written report on its recommendations and deliberations before each faculty meeting. This report will offer a rationale for recommendations made by the Committee.

- 1) Members will recuse themselves from discussion and voting when matters concerning their own departments and their own proposals are discussed; these faculty might be called on to consult, but they may not take part in discussion and voting.
- 2) The Academic Planning Committee is expected to work closely with the Instruction Committee and the Faculty Executive Committee; the Chairs and the entire committees will meet together as needed to come to a consensus on issues within their purview in a timely fashion.
- 3) To accomplish its work and gain appropriate faculty input on important decisions, the Academic Planning Committee may create ad hoc committees that draw on non-Academic Planning Committee faculty and staff. Such a committee will have a clear mandate, timetable, and term, and will provide its findings in written reports to the Academic Planning Committee. It is expected that such a committee would sometimes report jointly to the Academic Planning Committee and the Instruction Committee.

2. FACULTY EXECUTIVE COMMITTEE

a. Membership

- 1) Five tenured members of the full-time teaching faculty, elected to serve for a term of two years, three elected one year and two the next year.
- 2) The members are elected by those entitled to vote at faculty meetings (with the exception of the President and Dean).
- 3) The Chair of the Executive Committee is elected annually by those entitled to vote at faculty meetings (with the exception of the President and Dean) from members of the Executive Committee willing to stand for election; this slate must contain at least two names. Should the Chair of the Subcommittee on Elections and Appointments be eligible to stand for election, another member will oversee this election. The Chair may stand for reelection. Normally the Chair will receive replacement for one course each term.
- 4) Faculty who stand for election normally must be available to serve a two-year term, and not be taking a sabbatical or other leave during that period. Faculty may not serve more than two consecutive full terms on the Executive Committee. Members of the Executive Committee (with the exception of the Chair who serves on the Academic

Planning Committee) are ineligible to serve simultaneously on the Academic Planning Committee, the Instruction Committee (with the exception of the Chair of the Instruction Committee who serves on the Academic Planning Committee), or the Personnel Committee.

b. Duties

1). The Entire Executive Committee

- a) i) The primary duty of the Executive Committee is to represent the interests of the Faculty with respect to the governance of the College and faculty welfare. It fulfills these roles by representing the faculty point of view on matters of budget and planning, serving as the chief liaison between the Faculty and the Administration, and through ongoing review of faculty personnel matters and the hearing of faculty grievances. It shall discuss all matters that are referred to it by the Faculty or by the Administration.
 - ii) The Executive Committee sets the agenda for Faculty meetings. In these meetings the Executive Committee reports to the Faculty on its activities and solicits the concerns of the Faculty.
 - iii) During the academic year the Executive Committee meets at least once a month. Normally, meetings shall be held at least twice a year with the whole faculty, monthly with the Chairs Council, and monthly with the President and the Dean. Meetings may be called by the Chair and can also be convened at the request of the President or the Dean or through a written request by any three members. The agenda for meetings shall be prepared by the Chair and shall include any items requested by any member of the Executive Committee or by the President or the Dean. Discussion of items on the agenda may be delayed by one month via a majority vote by the members, and issues not on the agenda may be taken up if such action is supported by a majority vote of the members.
 - iv) One of the academic assistants is assigned the secretarial and administrative tasks connected with the work of the Executive Committee.
- b) The Executive Committee keeps under active review the status of the teaching personnel, with particular concern to avoiding or removing inequities in faculty rank, salary, and tenure.
- i) The Executive Committee makes periodic review (every two years) of the rank, salary and tenure of all members of the Faculty, in terms of general categories of ranks and salary scales. The Executive Committee is to present a written report of its significant findings to the President, the Dean, the Board of Directors, and the Faculty.
 - ii) It makes general recommendations as to the balance of the four rank categories with relation to new appointments, whenever this seems advisable.
 - iii) It reviews part-time and adjunct faculty matters.
 - iv) The Faculty Executive Committee assists in any appeals procedure which may result if tenure or promotion is denied. The Appeals Committee shall consist of the Dean, the Personnel Committee, and all members of the Faculty Executive Committee, except the Chair, who moderates the appeal hearing.
- c) The Executive Committee serves as the Faculty Budget Committee.
- i) In this capacity the Executive Committee shall advise the President both in the preparation of the total institutional budget and in decisions relevant to the

apportioning of resources to the major budget categories (instruction, academic support, student services, institutional support, physical plant and grounds, financial aid). The Executive Committee shall advise the President and the Dean with regard to priorities in deciding on the overall allocation of institutional resources and the proportion to be devoted directly to the academic program. It advises the President and the Dean on matters concerning faculty salaries and fringe benefits. The Academic Planning Committee and Instruction Committee will consult with the Executive Committee as needed to help ensure that faculty have substantial input into budgetary decisions.

- ii) The Executive Committee shall be given access to all information that it requires to perform its tasks effectively, and it shall have the opportunity to confer periodically on fiscal matters with representatives of the Administration and Board of Directors of the College. The Executive Committee as a whole meets with the Vice President for Finance and Administration, the Dean of the College, and the President to discuss budgetary priorities in the early stages of budget preparation for the following academic year. Normally this meeting will take place in October. Another meeting is held in the spring when the budget is nearing completion. At this meeting the Executive Committee gives its response to the budgetary recommendations presented by the Vice President for Finance and Administration.
 - iii) The Executive Committee does not assume any departmental budgetary responsibilities and is not informed about individual salaries. It is not concerned with the execution of the budget, but expects that the President or the Vice President for Finance and Administration will report to the Faculty financial constraints affecting the budget, as well as significant final budgetary decisions.
 - iv) The Executive Committee shall request and review annual updates from the Dean and biannual updates from the Director of Human Resources on changes in the Faculty and staff respectively, including new positions, revised or eliminated positions, and positions converted from part-time to full-time or full-time to part-time. These updates shall include the funding sources for these positions. These updates are to be made available to the Faculty.
 - d) One member serves on the Building and Grounds Committee of the Board of Directors. One member serves on the Development Committee of the Board of Directors.
 - e) The Executive Committee approves the yearly academic calendar and it must review any proposed changes in the *Faculty Personnel Manual* in the preceding academic year.
 - f) One member of the Committee is designated to serve as a liaison to the students, and shall meet with the President of the Student Government Association and Chair of Academic Affairs at least once a month.
- 2) Subcommittees of the Faculty Executive Committee
The Executive Committee shall also act through two subcommittees, chaired by an Executive Committee member other than the Chair of the Executive Committee.

a) Subcommittee for Budget

Two members of the Executive Committee and the Chair of the Executive Committee serve as the Faculty Budget Representatives. If the Executive Committee chooses to appoint a Special Faculty Budget Representative (see F.2.b.2).c)), then one member of the Executive Committee, the Chair of the Executive Committee and the Special Faculty Budget Representative serve as the Faculty Budget Representatives. They have primary responsibility for analyzing information concerning the budget and presenting this information to the Executive Committee and to the Faculty. The Budget representatives meet periodically with the Vice President for Finance and Administration during the fall and winter to keep up-to-date on factors affecting the budget. In January they meet with the Faculty to discuss the budget and hear faculty concerns. The budget representatives will keep the Executive Committee informed of budgetary matters, and give feedback from the Executive Committee and the Faculty to the Administration on budgetary issues. Members of this subcommittee will also serve on the Finance Committee and Investments Committee of the Board of Directors.

b) Subcommittee for Human Resources

The other members of the Executive Committee and the Chair of the Faculty Executive Committee constitute a Subcommittee for Human Resources, which handles grievances, health care, and other faculty personnel issues.

i) This subcommittee is responsible for providing advice to members of the Faculty as requested, and for hearing grievances in accord with approved grievance procedures.

ii) This subcommittee shall serve as faculty representatives to the Health Care Committee of the College.

iii) One member of the subcommittee is designated to serve as a liaison to untenured faculty, and meets with them at least once a term or at the written request of any three untenured faculty members.

iv) Usually, two members of this subcommittee serve on the Subcommittee on Elections and Appointments, which oversees elections to faculty committees (elections to be conducted with the secretarial support of one of the academic assistants), and consults with the President and Dean concerning appointed committees. The Faculty Executive Committee shall be apprised whenever any ad hoc committee with faculty representation is created by the Administration.

c) Special Faculty Representatives

Recognizing that the makeup of the Executive Committee constantly changes, and that particular areas of expertise may be needed for the Executive Committee to effectively represent the interests of the faculty, the Executive Committee may, at its discretion, appoint a faculty member to a role of special faculty representative to one of the subcommittees as defined below.

i) Special Faculty Budget Representative. When no member of the Executive Committee appears to have particular expertise in the areas of finance and investment, the Executive Committee may choose a member of the faculty

to act as an advisor to the Subcommittee for Budget. This faculty member attends meetings with the Administration and Board of Directors with the Subcommittee for Budget, and may be asked to report to the Executive Committee and at Faculty meetings, but is not a member of the Executive Committee.

- ii) Special Faculty Health Care Representative. Recognizing that health care is a complex field, and that continuity of representation is valuable in this area, the Executive Committee may choose a member of the faculty to act as an advisor to the Subcommittee for Human Resources on the issue of health care. This faculty member attends meetings of the College's Health Care Committee, and may be asked to report to the Executive Committee and at Faculty meetings, but is not a member of the Executive Committee.

3) Grievance Procedures of the Faculty Executive Committee

The Faculty Executive Committee, acting through its Subcommittee for Human Resources, hopes to ensure uniform and equitable application of the personnel rules and policies of the College. Faculty members who believe that their rights have been violated or that they have received unfair treatment by an individual or group in the College may file a grievance. The following procedures do not apply to tenure, promotion, dismissal or sexual harassment; for information on those topics see above or the *Benefits and Policies Manual*.

Normally, it is expected that any faculty member who believes that he or she has a grievance will initially seek to resolve the problem collegially without presenting the matter to the Committee. Department Chairs or other faculty can sometimes help solve problems expeditiously. If the matter is not satisfactorily resolved through these means, the following steps can be taken.

Members of the Subcommittee for Human Resources who have conflicts of interest with a case under discussion should withdraw. If a disputant believes that a member of the subcommittee who has not withdrawn should, he or she should submit a written statement to the Executive Committee indicating the grounds that might warrant withdrawal. The other members of the Subcommittee for Human Resources will determine whether the member under challenge will withdraw. If fewer than three regular subcommittee members are available to hear a case, Executive Committee alternates will be added as needed to form a Grievance Subcommittee.

a) Informal Grievance Procedures

- i) The faculty member should present a written statement of his or her grievance to the Chair of the Subcommittee for Human Resources, normally within 30 days after the decision or act which creates the grievance.
- ii) If the Subcommittee for Human Resources determines that a grievance warrants action by the Faculty Executive Committee, it will try to solve the problem by mediation whenever possible. If any party in the controversy refuses mediation initially or concludes that continuing mediation will not prove fruitful, formal procedures are to be set in motion as quickly as

possible. If the parties involved agree to mediation, the Subcommittee for Human Resources will have 30 days to try to reach an agreement acceptable to all parties. After 30 days, the grievance will be handled through formal procedures unless all parties agree to a specific time extension for further mediation.

- iii) The Chair of the Subcommittee for Human Resources will keep a record indicating the nature and resolution of all informal grievances and will provide a copy of the record to the Vice President for Finance and Administration.
- b) Formal Grievance Procedures
 - i) After a decision is made to pursue a formal grievance, both the grievant and the respondent have 10 days to submit further written statements and evidence to the Committee. When necessary, the Subcommittee for Human Resources may question parties involved or call witnesses. Normally, the Subcommittee will try to provide a recommendation for resolution to the College President within 30 days of the time the formal grievance was initiated. At the time the recommendation is made to the President, all parties in the dispute also receive a written statement of the Subcommittee's decision.
 - ii) The Chair of the Subcommittee for Human Resources keeps a record indicating the nature and resolution of all formal grievances and will provide a copy of the record to the Vice President for Finance and Administration.

Adjustments to the time periods presented above may be required in certain cases, especially in light of College breaks and vacations.

3. INSTRUCTION COMMITTEE

a. Membership

- 1) Seven members of the full-time teaching Faculty, elected to serve for a term of three years, three elected one year and two elected in each of the next two years. To be eligible for election, a faculty member must be completing at least the second year of service at the College and be under contract for the following year. In addition, persons employed full-time by the College are eligible provided that they are completing two or more years of service to the College, have a contract for next year, and have a contract specifying that they have faculty status and privileges except tenure.
- 2) The President and the Dean are *ex officio* members with voting privileges, while the Registrar is an *ex officio* member without voting privileges.
- 3) Three students, chosen in accordance with the procedures of the Student Government Association, with the recommendation that these be upper-class women who represent in their chosen or presumptive majors one each from the humanities, the natural sciences, and the social sciences.
- 4) The Committee elects its own chair at the end of the academic year preceding his/her term of office. The Chair must be a tenured faculty member. Newly elected members, both student and faculty, are eligible to participate in this vote.
- 5) Faculty may not serve two consecutive full terms on the Instruction Committee.

Members of the Instruction Committee are ineligible to serve simultaneously on the Academic Planning Committee (with the exception of the Chair of the Instruction Committee who serves on the Academic Planning Committee), the Executive Committee (with the exception of the Executive Committee Chair who serves on the Academic Planning Committee), or the Personnel Committee.

b. Duties

- 1) The primary responsibility of the Committee is to maintain the College's program of instruction in accordance with policies set by the Faculty. Curricular matters that must be presented to the Committee include new courses that are replacing existing courses; changes in title, description, prerequisite, general education designation, units of credit or number of hours of class meetings; changes in major or minor program requirements; and all matters relating to degree requirements and the general education program. Any curricular changes that require additional staffing must first be submitted to the Academic Planning Committee for approval of the staffing needs.
- 2) Curricular changes relating to departments or programs shall be submitted by departmental chairs or program directors, in accordance with the Committee's guidelines. Substantial curricular changes will probably be required to go to the Academic Planning Committee before going to the Instruction Committee. If a department chair is uncertain which committee should receive a particular proposal, the Chair of either of the committees should be consulted. Course proposals that do not fit clearly into a department's or program's curriculum may be submitted to the Instruction Committee under the following conditions:
 - a) Faculty members proposing the course should have the approval of their departments. If approval is denied, the faculty members may still submit the course to the Instruction Committee, but the proposal must include statements from their department outlining the reasons why departmental approval was denied.
 - b) The proposal should include the following information:
 - i) A thorough justification, including an explanation of how the proposed course will enhance the curriculum.
 - ii) A description of the provisions for staffing the proposed course (*e.g.*, released time funded by a special source, or bracketing an existing course). If these provisions might require the cancellation of a regularly offered course, the proposal should include a justification for doing so.
 - iii) In cases where a department's regularly scheduled course offerings will be changed by offering the proposed course, any and all departments that rely on that regularly scheduled course should be consulted, and the Committee should be informed of this consultation.
 - c) In collaboration with the Academic Planning Committee, and with the assistance of the Director of Institutional Research, the Committee is responsible for the ongoing review and development of the general education program.

To this end, the Committee will do the following:

- i) Establish and publish the criteria for courses that fulfill degree requirements.
 - ii) Evaluate annually the assessment plan for the general education program and its results, and make appropriate proposals for the use of results to improve both the program and its assessment. A summary of these deliberations will be submitted in writing to the Academic Planning Committee. The Academic Planning Committee may add its own suggestions to the report, based on issues it has considered. The final report, reflecting a consensus of opinion of the two committees, will be submitted to the Faculty by the Instruction Committee along with any proposals that require a vote of the Faculty.
 - iii) Plan and assess periodic surveys of the Faculty and students regarding the general education program. All proposed surveys will be reviewed by the Academic Planning Committee and the Director of Institutional Research before being distributed. The results of such surveys will be shared with the Academic Planning Committee along with a written evaluation of the results and proposals for use of results to improve the general education program. The final report, reflecting a consensus of opinion of the two committees, will be submitted to the Faculty by the Instruction Committee along with any proposals that require a vote of the Faculty.
 - iv) Consider requests from the Faculty for changes to the general education program.
 - v) Suggest ways for other aspects of the academic program, such as Honors and the QEP, to be integrated into the general education program.
 - vi) Propose periodic faculty development activities to the Dean to enhance the quality of the general education program.
- d) The Committee will review any proposals affecting curricular matters that it receives from the Academic Planning Committee. The final proposal, which should reflect a consensus of opinion of the two committees, will be presented to the Faculty by the Instruction Committee.
- e) The Committee shall also consider and make recommendations on any other academic questions referred to it by Faculty vote or by the Academic Affairs Committee.
4. THE PERSONNEL COMMITTEE advises the President and the Dean on matters of tenure, dismissal, and, promotion as specified in the *Faculty and Staff Handbook*.
- a. The Committee is composed of six full-time members of the teaching Faculty who have tenure (or who have been recommended for tenure). No Faculty member may serve simultaneously on the Personnel Committee and any one of the Academic Planning Committee, Faculty Executive Committee (with the exception of the Chair of the Faculty Executive Committee who serves on the Academic Planning Committee), and the Instruction Committees (with the exception of the Chair of the Instruction Committee who serves on the Academic Planning Committee). Two new members will be elected each March for a three-year term to take effect July 1. The procedure for the election shall be: the first vote shall be a selection among those eligible for election to the Personnel Committee. The four (or whatever number is

- necessary in case of a tie) receiving the largest vote shall constitute the slate for a run-off election to choose the two members each year.
- b. The Committee elects its own chair at the end of the academic year to take effect July 1.

5. ELIGIBILITY COMMITTEE

The Committee consists of two full-time tenured faculty members, elected to serve for a term of two years, one to be elected each year; the Dean or his/her designate, and the Associate Dean as voting members and other knowledgeable people serving *ex officio* as non-voting members. Its role is to deal with student petitions and eligibility.

6. LECTURES AND EVENTS COMMITTEE. In addition to two faculty members appointed by the President in consultation with the Faculty Executive Committee for one-year terms, three faculty members are elected to serve three-year terms on a rotation in which one will be elected each year. (See XIV.E.3)

G. CHAIRS COUNCIL

1) Membership

The Chairs Council is composed of all the current chairs of the academic departments (including the Riding Program); the directors of programs that support majors, minors, or certificates who are not members of departments represented on the Chairs Council. Directors of programs who are not members of Chairs Council may request to bring items of concern regarding their programs to the Chairs Council meetings.

2) Duties

1. Members of the Chairs Council shall represent the viewpoints of their departments and programs on issues of departmental and college-wide concern at regularly scheduled meetings with the Faculty Executive Committee. The Faculty Executive Committee shall convene the Chairs Council for consultation with the Dean before any changes are made in the size and composition of the departments or in the overall size of the Faculty. The Dean consults with the Chairs Council at the September and March meetings.
2. The Chairs Council gives advice on all matters brought to it by any member or by the Faculty Executive Committee. The Chairs report to their respective departments and programs the results of the deliberations held at such meetings.
3. The Chairs Council may vote to pass resolutions and to refer issues of concern to the Faculty Executive Committee, the Academic Planning Committee, or directly to the Faculty. Such referred items will be placed on the meeting agenda of the respective body.
4. The Chairs Council meets with the Instructional Technology Committee at least once per term and reviews its annual report.

3) Meetings

Normally, the Chairs Council shall meet once a month with the Faculty Executive Committee and one member of the Academic Planning Committee during the academic year. In addition, any three members of the Chairs Council may request that the Chair of the Faculty Executive Committee convene the Council. Chairs may designate a proxy from their departments or programs if they cannot be in attendance.

H. APPOINTED COMMITTEES

The Faculty Executive Committee consults with the President and the Dean about the appointments to the following committees.

1. ACADEMIC PROGRAM COMMITTEES

Committees on academic programs, especially those of an interdepartmental nature, shall be established as needed at the discretion of the Dean or by action of the Faculty to initiate and oversee such programs and to be responsible for their continuing development and sound operation. Members are appointed for two-year staggered terms. The Committee will determine its chair. The director of the program may not chair for matters concerning the evaluation, reappointment, tenure and promotion of the director. If the director of the program serves as chair, a chair will be appointed from the membership of the advisory committee for these functions. For other functions as well, an executive committee may be established at the discretion of the chair/co-chairs if necessary for more efficient operation. The Dean or Associate Dean of Academic Affairs may be appointed to such committees as *ex-officio* members.

2. The Assessment Committee, in consultation with the Faculty, develops and implements means to assess the degree to which the College is fulfilling its stated educational Mission. Membership consists of four full-time members of the Faculty appointed for staggered three-year terms and four full-time staff members appointed for staggered three-year terms (a member of the Co-curricular Life Office; a member of the Dean's Office; a member of the Finance and Administration Office or the Admissions Office; and a member of the Alumnae and Development Office, the Media, Marketing and Communications Office, or the Integrated Information Systems). Serving *ex officio* (voting) is the Associate Dean of Academic Affairs; serving *ex officio* (non-voting) is the Dean of the College, the Dean of Co-Curricular Life, and the Director of Institutional Research. Members may serve consecutive terms.

3. BACHELOR OF FINE ARTS COMMITTEE

- a. The Committee consists of six faculty members, one each from the disciplines of arts management, creative writing, dance, music, studio art and theatre arts for one-year terms.
- b. This Committee is charged with the oversight of the BFA program, including making decisions each year on admitting students to the program.
- c. The chair is elected from the Committee for a one-year term. The chair will coordinate IARTS 001, the BFA Workshop, as well as IARTS 352, the senior projects. The chair will receive release time of one course each semester.

4. FACULTY DIVERSITY COMMITTEE

- a. Membership:
 - 1) Four members of the full-time faculty, each appointed to serve for a term of three years. At least two of the members of the Committee must be tenured.
 - 2) Two students, one of whom should not be a senior, to be chosen in accordance with the procedures of the Student Government Association.

- 3) The Committee shall elect its own chair at the end of the academic year preceding her/his term of office. Newly appointed members, both student and faculty, are eligible to participate in this vote.
- 4) The Committee shall elect two members to serve on the Diversity Council.
- b. The Faculty Diversity Committee shall be responsible for addressing diversity issues from an instructional point of view. This includes, but is not limited to the following functions:
 - 1) devise, implement, and support curricular and programmatic changes that advance the College's efforts to prepare students to be productive, responsible members of a global community;
 - 2) continue studying issues addressed in the December 18, 2007 Report of the Faculty Working Group on Diversity and seek answers to the many questions raised in this report;
 - 3) seek proposals which contribute to the College's interest in increasing diversity and recommend them for further consideration through appropriate channels;
 - 4) solicit input, seek ideas, and draft a Faculty Plan for Diversity to be presented to the Faculty for its approval;
 - 5) study ways to make the social and educational environment more receptive to diversity, including identifying specific curricular and programmatic initiatives to further the College's broader diversity goals.
 - 6) seek cooperation and participation of other campus constituencies in implementing diversity initiatives.

5. FACULTY GRANTS COMMITTEE

The Committee consists of seven members of the Faculty, serving staggered three-year terms, the Faculty Grants Officer (non-voting), and three alternate faculty members. Faculty members will rotate off after the completion of one three-year term.

One of the faculty members will serve as chair. The Chair is appointed by the Faculty Executive Committee after consultation with the Dean of the College. It is the responsibility of the Faculty Grants Officer to determine the eligibility of each application for different funds and to apportion the applications in such a way as to maximize the availability of funds to applications.

The Chair of the Committee submits a written report to the Faculty on the Committee's activities after the last committee meeting each year. When a regular member of the Committee is unable to attend a meeting, and sufficient notice is given, the chair shall choose one of the alternates to replace the missing member. No members of the Committee shall be present for discussion or voting on their own applications.

The Committee is responsible for establishing grant policy and for awarding grants, including the annual Sweet Briar Faculty Fellowship Grant. Grants may be awarded for faculty research, study, and travel, upon application from individual members of the Faculty. Guidelines are available in the *Faculty Personnel Manual*, Section V.B.

6. HONORS COMMITTEE

The Committee consists of four full-time members of the Faculty (appointed for staggered two-year terms), one of whom shall be appointed chair, the Honors Fellow, and the Associate Director(s). The Director of the Honors Program is an *ex officio* member without voting privileges. If possible, there should be faculty representation in arts, humanities, social sciences, and sciences. It shall be responsible for coordinating and standardizing across the college the selection of honors candidates and the requirements placed upon them. It shall also be responsible for selecting the Pannell Scholars in the three upper classes. It shall establish and supervise a special program of activities for the Founders, Sweet Briar, and Pannell Scholars, and for those enrolled in the Honors Program.

7. INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE (IACUC)

This committee is responsible for oversight and evaluation of laboratory vertebrate animal care at Sweet Briar, including: reviewing the College's program for humane care and use of animals; inspection of animal facilities; bringing about any changes in procedures or facilities necessary to rectify deficiencies found during reviews; making recommendations to the pertinent College official(s) regarding the animal program and animal facilities; approving protocols in all grant proposals submitted to federal agencies involving live vertebrate laboratory animals; establishment of a mechanism for receiving and reviewing concerns involving the care and use of laboratory animals at the institution; ensuring that the animal facilities and protocols meet applicable federal, state and local laws and regulations; and preparing an annual report to the President of the College. The IACUC reviews other research proposals involving animals if so requested by the principal investigator or, in the case of student research, by the faculty supervisor.

The Committee consists of five members: two faculty members who are practicing scientists, at least one of whom has experience in laboratory animal investigations; one faculty member who is not a scientist; a veterinarian with knowledge and experience in the care of animals being used; and one individual not affiliated with the institution in any way. When possible, both scientists on the Committee should have experience in laboratory animal research. The Faculty Grants Officer will serve *ex officio* as a non-voting member. The Committee is chaired by a full-time faculty member.

The IACUC must meet at least every six months and report annually to the President. The chair of the IACUC maintains records and minutes of the meetings and has ongoing responsibilities outside the official meetings. The semiannual meetings include inspection of animal facilities and open discussion of any issue regarding animal use or care.

8. INTERNATIONAL STUDIES ADVISORY COMMITTEE

This Committee advises members of the college community on issues related to study abroad and international students as well as decides on ISAC governed scholarship allocation.

The Committee consists of the Director of International Studies (Chair), the Dean of the College, the Director of Junior Year in France, the Director of Junior Year in Spain, plus four faculty members chosen for diversity of their disciplinary background and interest in international studies; two appointed each year for two-year staggered terms.

9. INSTRUCTIONAL TECHNOLOGY COMMITTEE

- a. The Committee represents the Faculty on issues of instructional technology in order to support the academic mission and goals of the College. The committee will work closely with the Director of Integrated Information Services in furtherance of this mission.

As a Faculty committee, this committee has special responsibility for fostering the appropriate adoption of digital technologies into scholarship and pedagogy and for promoting digital sophistication throughout the curriculum.

- b. The general charge of the Committee is to ensure that faculty perspectives are represented to the Director of Integrated Information Services, to review and comment on the technological implications of issues referred by the Chairs Council or the Faculty Executive Committee; to assist in facilities and services planning; and to work with the appropriate committees (Instruction, Personnel, Assessment, etc.) to encourage the recognition and adoption of appropriate technologies.

- c. The Committee:

- 1) appoints members from the committee to working groups.
- 2) ensures that the Director of Integrated Information Services is taking appropriate steps to solicit and integrate faculty perspectives. The committee may also collect information about faculty needs, satisfaction, and interests with respect to technology and present it to the appropriate offices or committees.
- 3) meets at least once per semester with the full committee.
- 4) requests that the Chair of the Faculty Executive Committee arrange a meeting with the Chairs Council at least once per semester for the purpose of identifying issues of pressing importance.
- 5) issues a report with recommendations at least once per term to the Dean of the College, the Director of Integrated Information Systems, and the Faculty. This report will not only address infrastructure priorities but will also suggest issues for consideration by the following committees: Instruction, Personnel, and Assessment.

- d. The Committee consists of four full-time teaching faculty members with at least one year of service and a contract with at least two years remaining, at least one of whom must be tenured; the Director of Integrated Information Services (non-voting), and one student who will serve for two years.

Members will be appointed from a wide range of disciplines. They will elect their own chair.

- d. The Committee consists of four full-time teaching faculty members with at least one year of service and a contract with at least two years remaining, at least one of whom must be tenured; the Director of Integrated Information Services (non-voting), and one student who will serve for two years.

Members will be appointed from a wide range of disciplines. They will elect their own chair.

10. NATURAL AREAS COMMITTEE

- a. This committee facilitates the curricular and co-curricular use of all of Sweet Briar's natural areas, and maintains records and disseminates information about these uses.
- b. The Committee consists of:
 - 1). Two faculty: one from each of the departments of Physical Education and Athletics and Riding, serving staggered two-year terms.
 - 2). Two full-time faculty from departments other than Physical Education and Riding, serving staggered two-year terms.
 - 3). The Grounds Superintendent,
 - 4). The Director of Outdoor Programs, and
 - 5). One student.
- c. One of the faculty members is elected by the Committee to serve as chair.
- d. The Committee:
 - 1). Collects, summarize and disseminate information on the academic, auxiliary, co-curricular and outreach uses of Sweet Briar land.
 - 2). Serves as a central clearinghouse of information on the locations and status of long-term and short-term field projects, and of non-educational land uses.
 - 3). Assists the Administration and other parties in resolving potential conflicts among uses and users.
 - 4). Prepares an annual report for the President, Dean and Faculty.
 - 5). Communicates with any appointed, elected, or ad hoc College committees, that make policy or decisions pertaining to the use of College lands or plans to develop significant programs that will use College lands.

11. PERFORMING ARTS COMMITTEE

- a. The chair is elected from and by the Committee for a one-year term and may be elected for consecutive terms.
- b. Membership consists of one full-time faculty member at large; one each from the disciplines of arts management, dance, music, studio art and theatre arts for one-year terms; the theatre technical director; the Babcock Season Manager (non-voting); and four students: one from each of the disciplines of dance, music, theatre arts, and arts management.
- c. This committee meets regularly throughout the academic year. Preferably by early in the spring semester, the Committee formulates the program for the following academic year and presents a single, overall budget for the entire arts program by May.

- d. The Committee is to make every effort to produce a good rhythm of artistic events within the course of a year. It should approach the selection of events and their scheduling with the interests of the Sweet Briar community foremost in mind.

12. PREMEDICAL AND HEALTH CAREERS ADVISORY COMMITTEE

The Committee assists the Premedical and Health Careers Advisor in the evaluation of students applying to graduate programs. Both pre-health careers advisors serve as co-chairs of the committee. It consists of at least one member from each of the departments of biology, chemistry and physics, one from either mathematics or psychology, and two from other departments. Members to serve for an indefinite term.

13. RESEARCH ON HUMAN SUBJECTS COMMITTEE

This committee is comprised of three full-time faculty members from appropriate disciplinary areas, the Faculty Grants Officer *ex officio* and one full-time member appointed from the community at large. It is responsible for ensuring that research proposals meet with appropriate, federal, state and local regulations.

14. TEACHER EDUCATION

The Committee oversees requirements for teacher licensure and program accreditation, and coordinates college-wide response to changes in state requirements and policy. The Chair of the Department of Education chairs the Committee. Membership consists of the full-time members of the Education Department, three full-time faculty members appointed for staggered three-year terms who represent the sciences, social sciences and humanities, the college registrar, two students, and one faculty representative from another Education Department, and two teachers (one representing regular curriculum and one special education) and one administrator from the local school system.

XV. DEPARTMENTAL CHAIRSHIPS

- A. 1. Department chairs are appointed by the Dean who will take into consideration the recommendation of the Department.
2. The principle of rotation of chairship each three years shall be applied unless overriding reasons to the contrary prevail.
3. A review of the chairship shall be made, in any event, each three years by the members of the Department and a recommendation shall be made at the Dean's request.
- B. If appointed, acceptance of the chairship is considered a routine part of each faculty member's duty unless extraordinary reasons to the contrary prevail.
- C. The chair is responsible for all budgetary and personnel matters within the Department, for preparing regular annual reports on departmental progress and planning and such other special reports as may be required, for initiating orders for necessary supplies and equipment, and for recommending departmental leaves, promotion, tenure, and salaries, for initiating procedures to secure temporary or permanent replacements, and for such other matters as may contribute to the welfare of the Department and the College.

XVI. FACULTY RULINGS ON NON-ACADEMIC MATTERS

- A. 1. Hazing of any kind is expressly forbidden. (The *Student Handbook* contains a detailed policy on hazing.)

2. Costumes must not be disruptive to the class, in the Library, or at academic appointments. Faculty members can make further restrictions with regard to costumes in their classes and academic appointments.

XVII. AMENDMENTS

These Rulings may be amended at any regular meeting of the Faculty by a majority vote, provided that notice of the motion to amend has been submitted in writing at the previous regular meeting. Should the Faculty wish to act immediately upon a motion to amend Faculty Rulings, it may do so following the procedures described in Ruling XIII, C.

APPENDIX A

SWEET BRIAR COLLEGE ACADEMIC POLICY ON DISABILITIES

Sweet Briar College complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act and accepts students with documented disabilities who can successfully pursue the college's academic program. Sweet Briar recognizes its responsibility to provide individuals with disabilities with equivalent access while maintaining the standards that are essential to the academic program.

ADMISSIONS

Admission to Sweet Briar College is based on the requirements outlined in the College catalogue. Sweet Briar does not discriminate on the basis of disability in the admissions process. If an applicant believes that an accommodated admission review is warranted, the applicant must initiate the process (by law, the Admissions Office can not address a disability unless the applicant is self identified). The applicant must submit a written request for an accommodated admissions review to the Office of Admissions and enclose with that request the appropriate documentation. The request will be evaluated by the designated staff member in the Office of the Dean, who will forward his/her recommendations to the Director of Admissions for inclusion in the admissions review process.

ACCOMMODATIONS IN SPECIFIC COURSES AND SUPPORT SERVICES FOR ENROLLED STUDENTS WITH DISABILITIES

Students with documented disabilities, identified either before or after their admission to the college, may request accommodations in the structure of a course or courses. The responsibility for initiating such requests rests with the student. Students with disabilities who seek course-based accommodations must meet with the designated staff member in the Office of the Dean to request accommodations. The student must submit appropriate documentation of the disability to the designated staff member in the Office of the Dean, who will review the documentation and will then discuss with the student which accommodations and support services are appropriate.

The Office of the Dean, with the student's written permission, will notify the faculty member(s) involved of the specific classroom and/or course-based accommodations that have been authorized. The student will also be referred to the Director of the Academic Resource Center to arrange need-based support services outside the classroom. All specific course-based accommodations should be established at the beginning of each academic term. It is the responsibility of the student to contact the professor to arrange for the necessary accommodations. Accommodations planned at the beginning of the term may be adjusted on an as-needed basis.

The types of legal accommodations available to students in specific courses and outside the classroom can include, but are not limited to, the following possible accommodations:

1. In Class

Tape recording of lectures, use of a notetaker, seating location, use of an interpreter, extended time for assignments, use of a word processor for written work, taped texts, adaptive equipment, and physical access.

2. For Examinations

Use of a reader, extended time, private room, use of a word processor, alternative formats, or adaptive equipment.

3. Outside of the Classroom

Taped texts, note transcription, tutoring, learning strategies instruction, reduced course load, and use of adaptive equipment.

MODIFICATIONS

Students with documented disabilities may request modifications in academic requirements as are necessary to ensure that such requirements do not discriminate against students with disabilities, or have the effect of excluding students solely on the basis of disability. Modifications may include changes in the length of time permitted for completion of degree requirements, reduced course loads, substitution of specific courses for degree requirements, waivers of specific requirements, or utilization of the pass/no credit grade, with a passing grade consisting of a D- or higher, in courses where a disability has a discriminating effect.

Students requesting modifications must submit a written request to the Office of the Dean complete with appropriate documentation of the disability. The College's guidelines for reviewing all requests for modifications are:

1. The modification must be directly related to the student's disability.
2. In cases involving courses required for the degree, the student must pass an authorized substitute course or requirement. The Dean, in consultation with the appropriate Department Chair, must approve all such modifications, and the Eligibility Committee of the Faculty must approve waivers of degree requirements.
3. In cases where students have been approved to take courses on the modified pass/no credit basis the Dean will notify the Registrar in writing of this modification.
4. Grades earned in courses identified as affected by a specific disability and attempted before the disability was diagnosed and/or confirmed by the Dean may be converted to the modified pass/no credit grade, and the grade-point average may be adjusted at the request of the student and with the approval of the Dean of the College. The Dean will consult with the faculty member who recorded the original grade to verify that clear evidence exists to support the student's claim that the disability, rather than other factors, directly interfered with the student's ability to perform on an equal basis with other students in the course. This policy will not apply to students diagnosed with disabilities after they have completed the degree.

OTHER GUIDELINES

1. In order for Sweet Briar College to consider requests for accommodations and/or modifications, the student must provide documented evidence of the disability or disabilities based on an evaluation done by an appropriate professional within four years of the date the request is submitted. In cases of learning disabilities or other "hidden disabilities" the required evaluation must also include specific test results.
2. The Office of the Dean will submit an annual report to the Instruction Committee, including the number of students diagnosed with learning disabilities, and summarizing the nature and scope of accommodations, modifications, and support services provided to students under this policy.

PROCEDURE FOR ASSISTING LEARNING DISABLED STUDENTS

Qualified students with a documented disability, including a specific learning disability, are entitled to request and receive reasonable academic and other accommodation. Such accommodation may include using taped textbooks and readings. Modified sittings for tests or examinations, such as using a word processor or having extended time in which to complete the work, may be appropriate in some cases. Because each student's condition will be different, all possible accommodations that might be appropriate in different circumstances will not be enumerated.

A copy of the student's learning evaluation report will be in the student's file in the Dean's Office. Faculty will not be advised of a documented disability unless and until a student requests accommodation. The student will be asked to discuss directly with her instructors any ideas about appropriate accommodation. The faculty member or the student should contact the Dean for assistance in conducting an appropriate accommodation service. Students who have been diagnosed as having a learning disability are expected to take responsibility for requesting reasonable accommodation.

Any questions or complaints regarding these policies should be brought to the attention of the Federal Compliance Officer of the College, Paul Davies, Vice President for Finance and Administration.

APPENDIX B

Academic Freedom and Tenure - 1940 Statement of Principles, A.A.U.P.

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights. {1}

Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

ACADEMIC FREEDOM

- (a) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
- (b) The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. {2} Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment. {3}
- (c) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman. {4}

ACADEMIC TENURE

- (a) After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.
In the interpretation of this principle it is understood that the following represents acceptable academic practice:

- (1) The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.
- (2) Beginning with appointment to the rank of full-time instructor or a higher rank, {5}the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. {6} Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period. {7}
- (3) During the probationary period a teacher should have the academic freedom that all other members of the faculty have. {8}
- (4) Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution. {9}
- (5) Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.